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REVIEW OF THE EFFICIENCY OF THE ADMINISTRATIVE AND FINANCIAL FUNCTIONING OF THE UNITED NATIONS

Note by the Secretary-General

Pursuant to General Assembly resolution 48/218 B of 29 July 1994, the Secretary-General has the honour to transmit, for the attention of the General Assembly, the attached report, conveyed to him by the Under-Secretary-General for Internal Oversight Services, on the programme and administrative practices of the Centre for Human Rights.

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ANNEX

Report on the programme and administrative practices of the Centre for Human Rights

Submitted by a team of the Office of Inspections and Investigations

CONTENTS

		Paragraphs	Page
I.	INTRODUCTION	1 - 4	3
II.	SUBSTANCE	5 - 14	3
III.	ORGANIZATIONAL STRUCTURE AND PROGRAMME OF WORK	15 - 22	5
IV.	PROGRAMME OVERSIGHT AND ADMINISTRATIVE AND FINANCIAL CONTROL	23 - 34	7
V.	SUMMARY OF RECOMMENDATIONS	35 - 45	10

Appendices

I.	COMPLIANCE BY THE CENTRE FOR HUMAN RIGHTS WITH THE RECOMMENDATIONS OF THE OFFICE OF INTERNAL OVERSIGHT SERVICES AND RELATED FOLLOW-UP ACTION AS AT 31 MARCH 1995	12
II.	FUNCTIONS OF THE UNITED NATIONS HIGH COMMISSIONER FOR HUMAN RIGHTS AND THE ASSISTANT SECRETARY-GENERAL FOR HUMAN RIGHTS	15

I. INTRODUCTION

1. Within the framework of the Secretary-General's programme of administrative reform aimed at enhancing the efficiency and effectiveness of the Organization, the Assistant Secretary-General for Inspections and Investigations fielded a team to review the programme and administrative practices of the secretariat of the Centre for Human Rights. The team visited the Centre at Geneva from 13 to 22 June 1994 and met with the United Nations High Commissioner for Human Rights, the Assistant Secretary-General for Human Rights, all chiefs of branches, sections and units and other staff members in management positions and/or entrusted with the control of resources.

2. In conducting its review, the team examined by far the majority of the activities and outputs implemented by the Centre during the biennium 1992-1993 and the first six months of 1994. It also examined paragraph 35, Promotion and protection of human rights, of the medium-term plan for the period 1992-1997 and its proposed revisions (A/49/6 (Prog. 35)). The team did not attempt to make value judgements on the quality of the work undertaken, but rather tried to ascertain whether the programme as a whole was properly conceived and executed to meet its objectives, and to assess to what extent the Centre had put into place appropriate procedures to ensure efficient and effective implementation.

3. The report emanating from the review is presented in the following pages. It contains a number of recommendations, which, if implemented, would enhance the efficiency and effectiveness of the Centre for Human Rights. The Office of Internal Oversight Services has been monitoring the follow-up action taken by the management of the Centre to address these recommendations. The status of such action as at 31 March 1995 is summarized in appendix I to the present report.

4. The Under-Secretary-General for Internal Oversight Services, who visited the Centre personally to monitor and discuss compliance with the recommendations, will keep the situation under review to ensure that the objective and rationale of the recommendations have been fulfilled.

II. SUBSTANCE

5. During the past 25 years, the United Nations system has made significant progress in promoting the protection of human rights. Thus, a vast array of international standards and treaty bodies were created, along with complex mechanisms for monitoring compliance and procedures for investigating violations. The instrumental role of the Centre for Human Rights in bringing about this progress, particularly in the area of standard setting, must be acknowledged.

6. More recently, the United Nations has become heavily involved in the administration of human rights programmes of unprecedented scope. This was particularly evident in the Vienna Declaration and Programme of Action 1/ emanating from the World Conference on Human Rights, wherein the Centre was

identified as the focal point for global cooperation and given specific new and wide-ranging responsibilities in helping to improve respect for human rights.

7. The secretariat of the Centre has the institutional framework and the accumulated experience to assume these responsibilities. However, it will have to reorganize its programme and improve its operation and working methods in order to be able to respond rapidly and professionally to allegations of human rights violations and to service adequately the machinery set up for that purpose.

8. The Centre's programme of work is primarily conceived and structured to service the human rights organs. It is inadequate as a basis for effective and timely response to serious incidents of violations of human rights or as a basis for significant support to the development of an institutional framework for the promotion and protection of human rights.

9. The Vienna Declaration and Programme of Action provide an opportunity to rethink the future direction and priorities of the Centre's programme. The team could not escape the impression that little has been done to translate the Programme of Action into strategic priorities and objectives.

10. The programme of work for 1994-1995 remains much the same as for the biennium 1992-1993, despite the fact that the resource level has been increased by 20 per cent. The proposed revision to the medium-term plan for the period 1992-1997 adds a new subprogramme, which subsumes some of the distinct functions of the High Commissioner for Human Rights but does not articulate the course of action the Centre intends to take in the forthcoming bienniums to address the recommendations of the Vienna Declaration and Programme of Action. These recommendations are reflected in the proposed revisions as additional objectives of existing activities to rationalize their expansion.

11. A lot of technical work indeed exists, but the largest proportion of the Centre's activities remain engaged in servicing human rights organs, namely, the Commission on Human Rights, the Subcommission on Prevention of Discrimination and Protection of Minorities, treaty bodies and special rapporteurs, etc. The team suggests that the secretariat of the Centre should provide more substantive servicing in terms of research and technical analysis to assist the members of these organs in the preparation of their work. The Centre should not content itself with activities that consist merely of compilation of information and reproduction of texts, but also undertake activities that provide substantive analysis of issues so as to contribute to the development of international and national policies aimed at bringing about improved conditions for the realization and enjoyment of human rights. In this regard, it is noted that quality analysis is impeded by the lack of a modern information system and database accessible to staff for either substantive or management purposes. Serious efforts must be made to remedy this gap.

12. A related observation concerns the availability of qualified expertise. Staff of the Centre have accumulated a fairly unique knowledge with regard to the system of international norms, standards and special procedures around which work has been evolving since the inception of the Centre. However, the level of expertise becomes much more modest when it comes to the substantive servicing of

fact-finding exercises, which is one of the most dynamic areas of responsibility of the Centre. The quality and effectiveness of these exercises should be significantly enhanced by the skills of the secretariat. However, the team noted the excessive reliance on outside expertise recruited temporarily to assist in the sensitive and politically controversial area of fact-finding. In our view, this poses a considerable problem from the standpoint of management and efficiency and does not lead to the accumulation of expertise in areas where such expertise is of the essence, that is, servicing investigations. We believe that the Centre should endeavour to build up a core of technical, qualified and skilled staff, both through the provision of adequate training to upgrade the expertise of existing staff and through outside recruitment.

13. The team noted that most of the posts of chiefs of branches, sections and units are encumbered at a lower level and wishes to stress the importance of filling these posts with proven managers capable of providing the necessary direction and motivation to their staff. In our view, the current approach of filling these posts exclusively through internal promotion should be reconsidered in favour of a more balanced approach, which could bring to the Centre new blood with innovative thinking and methods of work. The advertisement of the current vacant posts system-wide and resort to outside recruitment are to be fully explored.

14. The team is of the opinion that the Centre should undertake as a matter of priority a thorough assessment of the implications of the Vienna Declaration and Programme of Action on its programme of work, based on the lessons derived from the experience of the Centre in the implementation of that programme. Such an assessment is a prerequisite to identifying the gaps and weaknesses in the existing methods of work and procedures and to determining the changes needed in the programme structure and the organization of the Secretariat, if the Vienna objectives are to be met. The above should lead to a restructuring of the programme of work along with a review of the machinery of the human rights organs with a view to streamlining and rationalizing its work.

III. ORGANIZATIONAL STRUCTURE AND PROGRAMME OF WORK

15. As mentioned earlier, the principal role of the Centre is to support and implement the human rights programme developed by the relevant policy organs. Accordingly, the structure of the Centre has been organized around servicing of organs, that is, the Commission, the Subcommission, treaty bodies and special rapporteurs. The organizational structure comprises five branches and sections. Three sections, International Instruments, Communications and Special Procedure, implement subprogramme 1, Implementation of international instruments and procedures. The Legislation and Prevention of Discrimination Branch implements subprogramme 2, Elimination and prevention of discrimination and protection of minorities and vulnerable groups, and subprogramme 4, Research studies and standard-setting. The Advisory Services, Technical Assistance and Information Branch has responsibility for the implementation of subprogramme 3, Advisory services and technical cooperation.

16. With the exception of the advisory services branch, all the other four branches and sections are heavily involved in servicing different bodies on

different topics ranging from torture, to children rights, to racial discrimination, etc. As a result, a growing proportion of the Centre's staff resources are involved in secretariat servicing at the expense of analytical work, which more often than not is being assumed by consultants and short-term experts. Furthermore, because of the increase in the number of bodies dealing often with the same or similar issues, identical substantive work is divided up between staff in different areas, for example, rights of children, torture, development and economic, social and cultural rights and racial discrimination. A large proportion of this work consists of a mere compilation of information and its reproduction.

17. The team noted that many thousands of communications which reach the Centre each year from private groups and individuals alleging violations of human rights remain unattended to. The team believes that this situation is serious and should not be allowed to continue, because it puts the credibility of the whole procedure at issue. In our view, this warrants an immediate reconsideration of present methods of work with a view to improving the operation of the respective procedures.

18. Within the organizational structure of the Centre, the responsibility for research and studies is vested under one particular branch, namely the Legislation and Prevention of Discrimination Branch. The team could not be provided with any rationale for such an arrangement, which in our view cannot cater effectively to research studies that deal with a growing range of interrelated issues.

19. The team believes that the Centre should play a leadership role in undertaking action-oriented research that could help develop international and national policies in the field of human rights. Such research should be undertaken under the various subprogrammes. Its availability would enhance the nature of the servicing which the secretariat provides to the treaty-based bodies and other organs. Thus, instead of dealing with largely administrative matters and providing logistical support, the secretariat of the Centre could better assist the members of these organs in the preparation of their work.

20. A growing component of the programme of work of the Centre consists of advisory services and technical cooperation. In recent years there has been an increasing number of government requests for cooperation and technical assistance for strengthening national infrastructures for the promotion and protection of human rights. The Vienna Declaration also stressed the need for the implementation of strengthened advisory services and technical assistance activities by the Centre.

21. The Centre's programme of technical cooperation is administered by a branch that also assumes the responsibility for the Centre's publications. This branch also administers projects financed under the special trust funds. The team has taken note of the low level of implementation of approved projects in the biennium 1992-1993 and of the various observations made by internal as well as external auditors regarding the management of the technical cooperation projects. It has identified a number of factors that separately or collectively have contributed to this situation, namely, the absence of adequate expertise for effective project formulation and execution, the absence of substantive

backstopping in terms of research and an adequate information system, and the noticeable lack of administrative knowledge in handling technical cooperation projects. This last problem has been further compounded by the weakness of administrative support at the level of the Centre as a whole and the absence of a programme oversight mechanism to assess the results achieved. In our view, the technical assistance activities of the Centre need substantive strengthening in terms of expertise to enable it to provide quality advice to Governments. There is also need for knowledge in project development and management. Furthermore, as specifically indicated in the Vienna Declaration and Programme of Action, all technical assistance projects undertaken within the context of the voluntary funds should follow strict and transparent rules and should be evaluated regularly.

22. The diversity in the scope of activities within the subprogrammes and branches at the Centre have blurred the focus and strategies of the programme as a whole and rendered the relation between the subprogrammes and the organizational structure artificial. In our view, a structure that aligns itself closely to a well-defined programmatic content lends itself to more effective programme management and control.

IV. PROGRAMME OVERSIGHT AND ADMINISTRATIVE AND FINANCIAL CONTROL

23. The Centre does not have any central mechanism for overall programme oversight at the levels of formulation, implementation and coordination. Each of the five branches and sections operate as a quasi-autonomous unit. The overlapping of some of the mandates emanating from the policy organs has automatically translated itself into a duplication of tasks carried out by the various branches and sections at the Centre. Furthermore, little horizontal communication exists among the Professional staff within the Centre to ensure that interrelated issues are addressed in an integrated and mutually supporting manner.

24. As regards performance evaluation, the team was unable to find any system of monitoring or assessment of results for feedback to upper management. It reviewed a large part of the activities/outputs implemented since January 1992 and could not escape the impression that the results obtained were not commensurate with the resources utilized. The situation of the advisory services and technical assistance programme is a case in point.

25. The administration and financial management of the Centre have been the subject of a series of internal and external audits over the past two years. The audit reports identified a large number of internal control weaknesses and administrative shortcomings. The team did not see any indication of ongoing efforts to correct the shortcomings and initiate improvements. In our opinion, the main causes of these weaknesses can be attributed to the following:

(a) The administration and financial management of the Centre are carried out by the administrative unit headed by a chief at the P-3 level, assisted by an officer at the P-2 level, and three General Service staff members. At the time of the team's visit to the Centre, both Professional posts were vacant,

leaving the work of the unit in the hands of the General Service staff members, of which one was a temporary recruit;

(b) Many Professional staff at the Centre, particularly the chiefs of branches as well as those in management positions, have little or no knowledge of basic rules and regulations governing financial and personnel administration. The problem was further aggravated by the fact that the chief of the administrative unit for the last two years lacked the appropriate qualifications and relevant experience and hence could not provide adequate assistance to the various officials of the Centre;

(c) The level of the chief of administrative unit is too low to enable him to solve with authority the complex administrative problems of the Centre, let alone to redress the weaknesses that have accumulated over the years and initiate sound administrative procedures.

26. In order to remedy the situation we believe that

(a) The post of chief of the administrative unit should be at the P-5 level, to be assisted by a second officer at the P-3 level. In the interest of effective administrative control over utilization of the Centre's resources, the administrative unit should discharge all the functions of a full fledged executive office and report directly to the Head of the Centre;

(b) Appropriate staff training in supervision and management practices, including budgeting and personnel administration, should be established.

27. Within the field of personnel administration and financial control, the team wishes to comment on the question of utilization of consultants and on the management of the advisory services and technical assistance programme. The audit reports referred to earlier had identified substantial shortcomings in these areas. Evidence provided to the team suggests that in a number of cases resources appropriated for consultant services, advisory services or technical assistance projects were not used effectively and efficiently. This is particularly serious at a time when the Centre is called upon to expand its technical cooperation activities. In our view, this situation has developed mainly because of the absence of an internal system of control.

28. The team believes that the improvement in administrative functioning cannot wait until a qualified officer heads the administrative unit. Therefore, we suggest the immediate assignment to the Centre of a senior staff member, experienced in executive office type of work, for a three-month period. His responsibility would be to set up adequate control mechanisms and related procedures that clearly spell out the substantive as well as financial responsibility and accountability of all officers involved in the authorization of resource utilization and disbursement of funds.

29. Although the above measures could help contain any further deterioration in the management of resources, many of the problems identified in this area will not be resolved until integrated systems of programme oversight and financial control are established. We are of the opinion that there should be a single programme oversight mechanism to programme and coordinate all of the Centre's

activities irrespective of their source of funding. This oversight mechanism should be integrated within the overall management mechanism of the Centre and should also have the responsibility of monitoring implementation and providing a continuous flow of information on results achieved, difficulties encountered and remedies proposed. We also recommend that in the interest of effective financial control, a central point should be instituted to exercise financial control over the totality of the Centre's expenditures, irrespective of the source of funding.

30. In addition to the issue of programme and financial control, the team has two further observations concerning administrative matters. First, the question of the computerization of the Centre. The team acknowledges that this question is a prerequisite for the establishment of an information system and a database, as well as for streamlining the workload and enhancing the managerial and control functions. In this regard, the requirements and recommendations made by the consultant study prepared in February 1994 are adequate. However, in our view the optimal use of the proposed design cannot be achieved until the staff of the Centre, especially those in managerial positions, have gained some experience in working in a computerized environment. To this end, the team recommends that before additional hardware is purchased, especially an additional local area network, use be made, besides for routine word processing, of the over 100 workstations that have already been installed. Prototype database files for the Communications Section, as well as some of the files suggested for other branches and sections by the consultants, should be established, even if at first they are in a standalone environment. Once established, staff can be trained to update and access these files. This approach has two main advantages: one, it would begin the lengthy process of computerizing the manual card-file systems that are now in place, and two, the experience the staff gains in working with the phototype system will lead to refinements that should be known before resources are committed to the implementation of the final system.

31. The second question relates to the administration of the internship programme. The team noted that, as of June 1994, there were 116 interns on board. Most of them were fully engaged in the implementation of the Centre's programme of work as full fledged junior Professionals and had access to sensitive and confidential material. The selection and recruitment of interns is delegated to the respective chiefs of branches, with no or little involvement on the part of personnel of the United Nations Office at Geneva. There are no assurances that the selection criteria are adhered to or that the rules and conditions governing internships are applied. The array of problems that could arise from this state of affairs did not escape the team. Consequently, we believe that the internship programme should be properly managed and coordinated centrally and its objectives faithfully pursued.

32. One final issue that the team wishes to address is the question of the respective responsibilities of the High Commissioner for Human Rights on the one hand and those of the Assistant Secretary-General for Human Rights on the other. This question needs to be clarified to avoid overlapping of responsibilities and possible confusion, which could have an adverse effect on the implementation of the human rights programme.

33. The team believes that General Assembly resolutions 48/129 and 48/141 of 20 December 1993 provide adequate guidance as to the distinct responsibility of the High Commissioner and the separate identity of the Centre as a coordinating unit within the United Nations system of bodies dealing with the promotion and protection of human rights. In our view, further guidance is also provided in the proposed revisions to programme 35 of the medium-term plan for the period 1992-1997 (A/49/6 (Prog. 35)). These revisions articulate the additional objectives arising from resolution 48/141.

34. In the light of the General Assembly resolutions mentioned above and the proposed revisions to the medium-term plan, the team came up with a description of the respective functions of the High Commissioner and the Assistant Secretary-General for Human Rights, which in our view is consistent with their respective responsibilities. These are presented in appendix II.

V. SUMMARY OF RECOMMENDATIONS

35. The team is of the opinion that, in view of the circumstances described above, a fundamental reappraisal and restructuring of the Centre's programme of work is essential and urgently needed. The restructuring should aim at focusing the programme on priority objectives and strategies that strengthen its effectiveness and clearly define the mission of the Centre in general and the Office of the High Commissioner in particular. In our view, such a task is essential for the determination of the level of additional resources required and their justification (paras. 14 and 34).

36. The above restructuring will be followed by a reorganization of the Centre's secretariat in a manner that can respond more adequately to the programme structure and facilitate the implementation of interrelated objectives and priorities (para. 22).

37. Both exercises should be completed by December 1994 in order to reflect the new programme structure in the proposed programme budget for the biennium 1996-1997.

38. There is a need to improve the quality of servicing provided to human rights organs and bodies. Such servicing should include action-oriented policy analysis research studies. To meet that end, the Centre should strengthen its research capability by building up the necessary infrastructure in terms of quality staff, an information system and computerization, and in terms of improving horizontal communication among the staff (paras. 11, 18 and 19).

39. An effective programme oversight mechanism should be established immediately within the office of the Assistant Secretary-General to provide coordination, coherence and guidance in the formulation of the work programme and assistance in designing procedures for monitoring implementation, assessing results and reviewing progress made. This is particularly relevant in the case of technical assistance projects. Such a mechanism would provide upper-management with regular feedback on programme issues warranting immediate attention. More importantly, it would strengthen the executive capacity of the Head of the Centre. In this connection, the team feels that there is a need to

sensitize all programme managers to the concept that responsibility for the efficient management of their programmes and resources starts with them (paras. 23 and 24).

40. The administrative unit should be strengthened and its vacancies filled to exercise adequately its functions, in particular its financial control over all expenditures and its control over the staffing table and personnel procedures. The team believes that the administrative unit should evolve in a manner that allows it to exercise the functions of an executive office. In our view, there is an urgent need to assign an experienced staff member from Headquarters for a three-month period to improve or establish procedures and provide on-the-job training for existing staff, pending filling of the vacancies (paras. 25-29).

41. The observations of the Board of Auditors on the management of technical cooperation projects dated April 1994 are very much in line with the findings of the team. The consideration and compliance of the Centre with these observations is necessary (paras. 25 and 27).

42. The fact that a restructuring of the programme is recommended, to be followed by a reorganization of the Centre's secretariat, carries in our view a consequential recommendation, which is that the currently vacant posts of chiefs of branches and sections should not be filled until the new reorganization takes place and the purposes for which these posts are to be used are known and the skills profile determined (paras. 12 and 13).

43. Appropriate staff training programmes should be established to enhance the skills of the staff, particularly in the various areas of administration, budgeting and personnel administration. Such programmes should emphasize training in management practices as well as the administration and formulation of technical cooperation projects (paras. 12 and 26).

44. The computerization of the Centre should be approached more pragmatically. The recent proposals made by a consultant involve a substantial amount of technology transfer, which appears to be beyond the absorption capacity of the Centre since the majority of its staff have had relatively little exposure to database and computer technology. A more modest approach may be more appropriate (para. 30).

45. The above recommendations have been designed to enable the Centre to discharge its responsibilities better. Their implementation requires special effort, cooperation and candid introspection by the staff of the Centre, as well as full support from Headquarters.

Notes

1/ Report of the World Conference on Human Rights, Vienna, 14-25 June 1993 (A/CONF.157/24 (Part I)), chap. III.

APPENDIX I

Compliance by the Centre for Human Rights with the recommendations of the Office of Internal Oversight Services and related follow-up action as at 31 March 1995

1. The main findings and recommendations of the report of the Office of Internal Oversight Services were accepted by the Centre for Human Rights. The follow-up action taken by its secretariat is presented hereunder:

A reappraisal and restructuring of the Centre's work programme is needed to address the various issues of substance identified by the Office of Internal Oversight Services, focusing on priority objectives and strategies to strengthen effectiveness and define the mission of the Centre and the Office of the High Commissioner in the context of the Vienna Declaration and Programme of Action

2. The reaction of the Centre to the above recommendation was passive and slow. It was not until January 1995, following the personal intervention of the Under-Secretary-General for Internal Oversight Services during a visit to Geneva, that the High Commissioner committed himself to launching a process by which implementation of the restructuring would begin in March 1995. To this end, the phased approach recommended earlier by the Office of Internal Oversight Services will be followed. The first phase, consisting of grass-roots discussions at the level of the Centre's secretariat, has already started. It aims at assessing past experience, identifying weaknesses in existing methods of work and determining changes needed to address problems identified in the report. The results of this exercise will then be discussed in a meeting with the participation of experts in human rights, who will be invited in their personal capacity to provide guidance and advice. The last phase of the exercise, scheduled for June 1995, would determine the nature of the changes that should be introduced to address the priorities and objectives of the Vienna Programme of Action.

The restructuring of the Centre's programme of work should be followed by a reorganization of the Centre's secretariat in a manner that can facilitate the implementation of interrelated objectives and priorities

3. In January 1995, the High Commissioner indicated that management consultants were being engaged to assist in adapting the structure of the Centre's secretariat to the new priorities that will emanate from the reorganization of the programme of work. The consultants are expected to take part in the expert group meeting in April/May to discuss the programme orientation and priorities. Their work is expected to be completed by June 1995.

Vacant posts of chiefs of branches and sections should not be filled until the restructuring exercise is completed, the needs have been assessed and the skill profiles determined

4. The above recommendation has been enforced by the Department of Administration and Management at Headquarters and its implementation monitored.

The quality of servicing provided to human rights bodies and organs should be improved to include action-oriented policy analysis research studies. To this end, the Centre should strengthen its research capability by building up the necessary infrastructure in terms of quality staff and an information system and in terms of improving horizontal communication among the staff

5. There is little indication of any steps having been taken by the management of the Centre to address the above recommendation.

A programme oversight mechanism should be established to strengthen the executive capacity of the Head of the Centre, provide coordination, monitor implementation and assess results

6. The management of the Centre intended to implement this recommendation by naming a D-2 as an oversight official. The Office of Internal Oversight Services has opposed this plan, which would create an additional hierarchy level between the Head and the chiefs of branches and has suggested instead that the post be encumbered at a lower level, in line with similar outfits in other United Nations institutions.

The administrative unit should be strengthened and its vacancies filled to exercise adequate financial control over all expenditures and to establish personnel procedures. Pending the filling of the vacancies, an experienced staff member should be assigned from Headquarters to handle the administrative matters of the Centre and provide on-the-job training for existing staff

7. The Department of Administration and Management has followed up on this recommendation and identified a retired staff member with executive office experience for a short-term assignment at the Centre. The person identified took over the job on 1 December 1994. Subsequently, in February 1995, the Centre identified a vacant P-5 post for redeployment to the administrative unit. The post is intended to strengthen the responsibility of the unit to evolve towards a full-fledged executive office.

An appropriate staff training programme should be established to enhance skills in administration, budgeting and personnel matters. Such programmes should emphasize training in management practices, as well as administration and formulation of technical cooperation projects

8. The Office of Human Resources Management did not receive a clear proposal identifying the requirements of the Centre in terms of training to address the above needs.

The observations of the Board of Auditors on the management of technical cooperation projects dated April 1994 should be addressed and complied with

9. The compliance of the Centre has been incomplete. The main audit observations are still to be addressed.

The computerization of the Centre should be approached more pragmatically in a manner commensurate with the absorptive capacity of the Centre. A more modest, phased approach may be more appropriate

10. There has been no indication of the action taken by the Centre to address the above recommendation.

APPENDIX II

Functions of the United Nations High Commissioner for Human Rights and the Assistant Secretary-General for Human Rights

A. United Nations High Commissioner for Human Rights

The United Nations High Commissioner for Human Rights, under the direction and authority of the Secretary-General, shall:

(a) Develop a comprehensive United Nations system-wide strategy for the promotion and protection of human rights;

(b) Establish dialogues with Governments in order to promote and protect all human rights, facilitate the ratification of international human rights instruments and rationalize the human rights machinery and procedures;

(c) Initiate preventive action in the field of human rights and assist, as appropriate, the preventive diplomacy of the Secretary-General;

(d) Promote cooperation and complementarity with national, regional and international organizations active in the field of human rights, including non-governmental organizations and academic institutions;

(e) Coordinate human rights matters and seek to achieve a coherent approach in the implementation of human rights policies within the United Nations system and within programmes or funds having significant human rights related activities;

(f) Coordinate the development of a comprehensive United Nations programme of technical and financial assistance in the field of human rights;

(g) Provide policy guidance and priorities for action in the implementation of the human rights objectives in the Vienna Declaration and Programme of Action and report yearly to the Commission on Human Rights and the General Assembly on the implementation of the Vienna Declaration and Programme of Action.

B. Assistant Secretary-General for Human Rights

The Assistant Secretary-General for Human Rights, under the overall supervision of the United Nations High Commissioner for Human Rights, shall:

(a) Perform the functions of the Head of the Centre for Human Rights and direct its activities, under the overall policy guidance of the High Commissioner;

(b) Ensure substantive servicing of the Commission on Human Rights, its subsidiary organs and the bodies established under human rights treaties;

(c) Provide substantive support to the High Commissioner in terms of policy analysis and research to assist in the development of policies and initiatives for system-wide coordination of human rights matters, and make recommendations to the High Commissioner on these matters;

(d) Identify obstacles to the full realization of all human rights and make policy recommendations to the High Commissioner;

(e) Prepare the medium-term plan and the programme budget of the Centre, in consultation with the High Commissioner;

(f) Establish and maintain contacts with Governments of States Members of the Commission on Human Rights and related legislative bodies, as may be required for the implementation of the mandated programme of work of the Centre;

(g) Represent the Centre at seminars, colloquiums and other meetings;

(h) Oversee the implementation of the Centre's programme of work and ensure that it is efficiently and effectively executed.